

#### D. The DDS Program

1. Background. During the first three years of the JOT program the orientation of the training was entirely toward the DDI. Beginning late in 1953 the DDP became interested in JOT graduates, and from that time through 1965 the program became a major source of young officers for DDP assignment with as many as 80 percent of the graduates going into the Clandestine Services. Although a few graduates went to the DDS during the 1951-64 period, the program did not develop a DDS-oriented phase until late in 1964. The need for such a phase, however, had been suggested by the IG as early as February 1961. In a report of a survey of the Office of Logistics, the IG recommended

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that "the Director of Training increase the emphasis on logistics, especially as applied to station and project management, in the Junior Officer Training Program." 132/

Although the IG's report mentioned only logistics, it was the first official suggestion of the wisdom of including support training in the JOT program. The only recorded OTR reaction to the IG's recommendation came from [redacted] then the JOT Program Coordinator. In an August 1961 report he referred to the IG's recommendation, described the support coverage in the program at that time, and concluded that coverage of the logistics function "is adequate in the training program currently given to all JOT's." He added the statement that special courses in logistics were open to JOT's after they completed the program. 133/

2. Planning. From that time until March 1964 there was much talk of support training becoming a part of the JOT program, but there was no action. In early March 1964 there was a meeting of the chief of the Intelligence School, the chief of the OTR Plans and Policy Staff, and a member of the DDS Administrative Staff in which there was "preliminary discussion" of a support services segment of the JOT formal training program. 134/ There is no record of what prompted this

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meeting, but there is a record of a follow-up meeting in which the probable reason for the first meeting was surfaced. On 1 June 1964 [redacted]

[redacted] of the Headquarters Training Staff of the Operations School [redacted]

[redacted] of the OTR Plans and Policy Staff, and Messrs. [redacted]

[redacted] of the Office of the DDS met to discuss a "Support

Services portion of the JOT Program." 135/ The record of that meeting states that "discussion revealed that the DDS wants JOT's to qualify for chief of support at small stations." The meeting closed with the agreement that OTR would begin to construct the kind of program that the DDS wanted.

3. The Support Services Course. By the middle of October 1964 OTR had completed the planning, and the DTR submitted to the DDS an outline of the proposed Support Services Course. 136/ The course was to cover eight weeks and would be given in two phases. Phase one was a five- to eight-day coverage of administrative concepts, support policies, and the mission and organization of the DDS. Phase two was to last from six and one-half to seven weeks and cover practical aspects of field administration with emphasis on support at small stations -- personnel, finance, logistics, and security -- and the teaching methods would be practical exercises, case histories, and a comprehensive

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problem. The plan was to offer the course twice each year, at the conclusion of either the 18-week Operations Course or the 6-week Operations Familiarization Course. The first running was scheduled for 25 January 1965.

The course began as scheduled. There were [ ] JOT's enrolled, and the chief instructor was [ ] 137/. The second running of the course began in the middle of October 1965 and ended on 17 December. There were [ ] JOT's in this running also, and at the completion of the course ten of them were assigned immediately to Headquarters support jobs [ ]

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